

Northwest Maricopa Regional Partnership Council

Allocations and Funding Sources	SFY2013	
FY Allocation	\$9,345,254	
Population Based Allocation	\$6,428,422	
Discretionary Allocation	\$1,464,004	
Other (FTF Fund balance addition)	\$1,452,788	
Carry Forward From Previous Year	\$4,004,933	
Total Regional Council Funds Available	\$13,350,187	
Strategies	Proposed Allotment	Board Approvals, 1/17-18, 2012 SFY13 Strategies and Amounts
Quality First (<i>statewide</i>)	\$1,377,483	Approved
Scholarships TEACH (<i>statewide</i>)	\$165,000	Approved
Child Care Health Consultation (<i>statewide</i>)	\$171,360	Approved
Quality First Child Care Scholarships (<i>statewide</i>)	\$2,796,518	Approved
Mental Health Consultation (<i>statewide</i>)	\$369,000	Approved
Pre-Kindergarten Scholarships	\$2,000,000	Approved
Nutrition/Obesity/Physical Activity	\$700,000	Approved
Oral Health	\$400,000	Approved
Scholarships non-TEACH	\$91,890	Approved
Recruitment into Field	\$120,000	Approved
Home Visitation	\$589,124	Approved
Family Resource Centers	\$575,000	Approved
Parent Education Community-Based Training	\$852,005	Approved
Food Security	\$100,000	Approved
Service Coordination	\$75,000	Not submitted for board approval
Community Awareness (<i>FTF Directed</i>)	\$75,000	Approved
Community Outreach (<i>FTF Directed</i>)	\$83,000	Approved
Media (<i>statewide</i>)	\$100,000	Approved
Statewide Evaluation (<i>statewide</i>)	\$321,127	Approved
Proposed Allotment Total	\$10,961,507	
Approved Allotment Total	\$10,886,507	



NORTHWEST MARICOPA REGIONAL PARTNERSHIP COUNCIL

Regional Funding Plan Three Year Strategic Direction SFY 2013-2015

NORTHWEST MARICOPA REGIONAL PARTNERSHIP COUNCIL

**Regional Funding Plan
Three Year Strategic Direction
SFY 2013-2015**

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SFY 2013 -2015 Regional Partnership Council Budget

Section I.**Regional Allocation Summary**

Funds Available State Fiscal Years (SFY) 2012- 2015

Northwest Maricopa Regional Partnership Council

Allocations and Funding Sources	2012	2013	2014	2015
FY Allocation	\$8,131,714	\$9,345,254	\$9,363,945	\$9,399,059
Population Based Allocation	\$5,742,782	\$6,428,422	<i>(fy14 and fy15 allocations are estimates only, for purposes of planning)</i>	
Discretionary Allocation	\$1,319,165	\$1,464,044		
Other (FTF Fund balance addition)	\$1,069,767	\$1,452,788	\$9,363,945	\$9,399,059
Carry Forward From Previous	\$5,410,582	\$4,004,933	\$2,388,680	\$1,567,672
Total Regional Council Funds	\$13,542,296	\$13,350,187	\$11,752,625	\$10,966,731

Section II.

Review of SFY 2012 Funding Plan

II A. SFY 2012 Regional Partnership Council Priorities

In the development of the Northwest Maricopa Regional Partnership Council SFY2012 Funding Plan, the Council worked diligently to ensure that the mission and vision of the Regional Partnership Council was achieved. The Council did this by reviewing data from the 2010 Regional Needs and Assets Report, reviewing and analyzing data reports from grantees, engaging key community stakeholders in dialogue, and by utilizing the pyramid model. The pyramid model assisted in facilitating informed discussion on both the scope of the strategic plan, and the likely impact of the collective strategies in the plan. In addition to using the pyramid model tiered service delivery system for decision-making. The Regional Partnership Council also ensured that allotments were appropriately dispersed among the First Things First Priority Goal Areas. Moreover, the Regional Partnership Council acknowledged the necessity of funding strategies that collectively build upon each other, and thus was deliberate in their decision-making to ensure that strategies funded within goal areas collaborated to achieve desired outcomes, enhanced/complemented Regional assets and each other, and increased regional capacity to meet the needs of families.

In the area of early care and education, the Regional Partnership Council identified two areas where funding was needed. Those areas included quality improvement and access to quality care. In the area of quality improvement, the Regional Partnership Council invested heavily in improving the quality of professionals working in the early care and education sector. The investment is expected to provide professional development opportunities to early care and education professionals and exposes high school students to the field of early care and education. Additionally, the Regional Partnership Council chose to invest in improving quality care by maintaining funding for Quality First Centers and funding two Mental Health Consultants. This translates to approximately 4000 children receiving improved child care, including better trained teachers and more nurturing, literacy-rich learning environments. With increased quality comes an increased cost, which often acts as a barrier to lower income families. To address this issue, the Regional Partnership Council invested monies to expand access to high quality care, through Quality First Scholarships and Pre-kindergarten Scholarship, to lower income families.

In the area of family support, the Regional Partnership Council was cognizant of the need for system delivery improvements. Identified strategies work toward enhancing the universal and targeted family support programs funded by the Regional Partnership Council. The universal family support programs funded include the establishment of Community Based Family Resource Centers, Parent Education Community Based Training Programs and a Food Security Program. The Family Resource Centers are located in four communities and are expected to serve families across the region. Parent Education Community Based Training Programs and a Food Security Program are also being provided across the region and include diverse parent education classes, literacy development programs, and food box distribution. For those families that need more intensive family support than can be provided through the resource centers or community education, home visitation services were funded. Home visitation programs funded in the region reach 225 families. Individually, funded programs have the capacity to address one or two of a family's needs. Collectively, programs funded under Family Support work with existing community partners to provide comprehensive family centered services that address everything from basic resources and referrals to targeted services for pregnant and parenting teens.

In the area of health, the Regional Partnership Council acknowledged that families need access to information on how to promote their child's optimal health and development and access to both preventive and specialty services. The Regional Council also acknowledged that they did not want to reinvent the current health service

system, but invest in enhancing that system. To achieve these goals, the Northwest Maricopa Regional Partnership Council has invested monies in Community Based Health Promotion and Education Programs that enhance current efforts within the region. The funded programs are universal programs that support the efforts of local fire departments, the County Health Department, and local school districts. Funded programs address issues related to obesity prevention, unintentional injury prevention, oral health promotion, and the promotion of routine well child exams and developmental screenings. Health Promotion and Education Programs will reach an estimated 11,600 children. Each of the universal programs has a mechanism to link children to more targeted and intensive services as appropriate. In addition, to ensure that families who need more targeted and intensive services have local resources to provide those services, the Regional Council has invested in the recruitment and retention of speech language pathologists and mental health professionals.

In the area of building public awareness and support, the Regional Partnership Council established a comprehensive strategy that focused on Media, Community Outreach, and Public Awareness and Education. The strategy aimed at achievement of each of the four objectives identified in the Statewide Communication Plan: 1) Ensure consistent messaging about First Things First internally and externally; 2) Position First Things First as a leader in efforts to fulfill Arizona's commitment to our youngest kids; 3) Build and drive support from the general public, elected officials and additional target audiences for investment in programs and services for Arizona children five years old and younger; and 4) Inform Arizona caregivers of children five years and younger about early childhood programs and services, in particular First Things First statewide initiatives and regionally supported strategies. Strategies approved to achieve each of the aforementioned objectives includes distribution of First Things First leave behinds and branded collateral materials, media, sponsorships, parent education and awareness, and participation in community events that align and support the mission of First Things First. The Northwest Maricopa Regional Partnership Council believes that the investment in the aforementioned objectives will result in increased public awareness of First Things First, and increased public awareness of the importance of investing in early childhood.

In addition to funding the First Things First priority goal areas, the Northwest Maricopa Regional Partnership Council has also chosen to invest in coordination. According to the 2010 Needs and Assets Report for the Northwest Maricopa Region, there is strong need for collaboration, communication, and resource sharing among service providers. The Region has a number of effective programs that serve as assets to the region, however, the 2010 Needs and Assets Report reveals that these services are not coordinated in a manner that results in optimal benefit to the children and families. Many of the organizations in the Region are working in proverbial silos and are unable to provide families with a holistic approach due to lack of agency policies or procedures that foster communication and coordination. Similar services or programs are provided by numerous organizations and may have different eligibility requirements, enrollment processes and outreach efforts. Moreover, community awareness of available services is minimal. Currently, there is no effective mechanism to coordinate services, identify and address gaps in service, reduce duplication, or ensure that families are referred to the services that best fit their needs. The 2010 Needs and Assets Report indicates that opportunity exists to address the aforementioned needs through facilitated coordination.

The tables below provide a summary of the Regional Partnership Council's prioritized needs and strategies for SFY 2012, as well as contracted service numbers, and information on awards made to date.

II B. SFY 2012 Strategies and Units of Service Review

Northwest Maricopa Units of Service by Strategy		
	Fiscal Year 2012	
Strategy Description	Targeted Units	Contracted Units
Quality and Access		
Quality First Child Care Scholarships Strategy		
Number of children receiving scholarships	120	120
Quality First Strategy		
Number of center based providers served	29	58
Number of home based providers served	6	12
Mental Health Consultation Strategy		
Number of center based providers served	10	10
Number of home based providers served	4	4
Number of people receiving tuition reimbursements	0	0
Pre-Kindergarten Scholarships Strategy		
Number of FTF-funded pre-K children	257	257
Number of private/public partner pre-K sites receiving support	3	3
Number of public school pre-k sites receiving support	17	18
Health		
Injury Prevention Strategy		
Number of participating adults	895	895
Developmental and Sensory Screening Strategy		
Number of children receiving hearing screening	0	0
Number of children receiving screening	0	0
Number of children receiving vision screening	0	0
Number of children screened for developmental delays	0	0
Oral Health Strategy		
Number of children receiving oral health screenings	3,333	6,667
Number of fluoride varnishes applied	6,667	6,667
Number of participating adults	0	0
Number of participating professionals	5	5
Number of prenatal women receiving oral health screenings	1,000	1,000
Child Care Health Consultation Strategy		
Number of center based providers served	29	29
Number of home based providers served	6	6
ECE Professional Development		
Scholarships TEACH Strategy		
Number of professionals receiving scholarships	84	81
Scholarships non-TEACH Strategy		
Number of professionals receiving scholarships	100	100
Community Based Professional Development Early Care and Education Professionals Strategy		

Number of participating professionals	504	504
Recruitment into Field Strategy		
Number of participating professionals	250	0
Recruitment – Stipends/Loan Forgiveness Strategy		
Number of participants receiving Stipends and/or Loan Forgiveness	2	2
Number of therapists receiving loan forgiveness	2	2
Number of therapists receiving stipends	0	0
Family Support		
Home Visitation Strategy		
Number of families served	225	225
Family Resource Centers Strategy		
Number of families served	6,829	7,049
Parent Education Community-Based Training Strategy		
Number of participating adults	1,500	1,500
Community-based Literacy Strategy		
Number of books distributed	2,500	2,500
Number of children served	500	500
Number of participating adults	693	693
Food Security Strategy		
Number of food boxes distributed	40,000	40,000
Community Awareness / Coordination/ Evaluation		
Service Coordination		
No Service Units		
Community Awareness		
No Service Units		
Community Outreach		
No Service Units		
Media		
No Service Units		
Needs and Assets		
No Service Units		
Evaluation		
No Service Units		
Statewide Evaluation		
No Service Units		

Notes:**Quality First Service Numbers:**

The Quality First strategy has Target Service Units of Homes and Centers. For this unique strategy, the Contracted Service Numbers will show as twice as much in comparison to the Targeted Service Numbers. This is due to implementation of the strategy through two service contracts (one for QF Coaching/Incentives, and a second for QF Assessments).

II C. SFY 2012 Funding Summary Review

FY 2012 Northwest Maricopa Funding Plan Summary		
Allocations and Funding Sources	2012	
FY Allocation		\$8,131,714
Population Based Allocation		\$5,742,782
Discretionary Allocation		\$1,319,165
Other (FTF Fund balance addition)		\$1,069,767
Carry Forward From Previous Year		\$5,410,582
Total Regional Council Funds Available		\$13,542,296
Strategies	Allotted	Awarded
Quality First Child Care Scholarships	\$1,155,000	\$1,155,000
Quality First	\$744,000	\$720,533
Mental Health Consultation	\$250,000	\$250,000
Pre-Kindergarten Scholarships	\$1,275,000	\$1,275,000
Injury Prevention	\$855,991	\$855,660
Developmental and Sensory Screening	\$500,000	\$ -
Oral Health	\$500,000	\$413,349
Child Care Health Consultation	\$140,000	\$140,000
Scholarships TEACH	\$173,700	\$173,700
Scholarships Non-TEACH	\$220,000	\$220,000
Community Based Professional Development Early Care and Education Professionals	\$249,634	\$249,624
Recruitment into Field	\$220,000	\$ -
Recruitment - Stipends/Loan Forgiveness	\$79,065	\$79,065
Home Visitation	\$499,883	\$498,903
Family Resource Centers	\$574,100	\$574,100
Parent Education Community-Based Training	\$550,000	\$549,280
Community -Based Literacy	\$500,000	\$496,447
Food Security	\$100,000	\$100,000
Service Coordination	\$189,863	\$ -
Community Awareness	\$220,000	\$220,000
Community Outreach	\$75,000	\$75,000
Media	\$105,000	\$ -
Needs and Assets	\$40,000	\$ -
Evaluation (Child Care Study)	\$ -	\$27,164
Statewide Evaluation	\$321,127	\$321,127
Total Allotted/Awarded:	\$9,537,363	\$8,393,952
Total Unallotted/Unawarded:	\$4,004,933	\$1,143,411

Notes:**Evaluation (Child Care Study):**

Funding awarded in SFY2012 under Evaluation (Child Care Study) reflect costs carried forward from SFY2011.

II D. Review of Progress

To address the needs of the Northwest Maricopa Region, ensure systems building, and establish a continuum of supports and services for families with young children, 2012 Regional funding was allotted to each of the five First Things First Board adopted priorities: Quality, Access, and Affordability of Regulated Early Care and Education Settings; Professional Development System; Supports and Services for Families; Access to Quality Health Care Coverage and Services; and, Building Public Awareness and Support. In addition to supporting each of the five First Things First priority goal areas, the Regional Partnership Council acknowledged the necessity of funding strategies that collectively built upon each other, and thus was deliberate in their decision-making to ensure that strategies funded within goal areas collaborated to achieve desired outcomes, enhanced/complemented Regional assets and each other, and increased regional capacity to meet the needs of families. Not only do the strategies build up each other within specific goal areas to achieve desired outcomes, the strategies in most instances also build upon each other across goal areas to have a true system impact.

Strategy implementation for SFY2012 has been moving forward with a great deal of success. Progress to date in each of the priority areas is as follows:

Quality, Access, and Affordability of Regulated Early Care and Education Settings

Access to high quality early childhood programs was identified in the Northwest Maricopa Regional Partnership Council's SFY2012 Funding Plan as the highest priority for the Region. In SFY2012, the Regional Partnership Council implemented four quality, access and affordability strategies and four professional development strategies to address this priority. These strategies work together to improve the quality of early care and education programs while making them more accessible and affordable for families in the Northwest Maricopa Region. The quality, access, and affordability strategies funded include Quality First, Quality First Child Care Scholarships, Pre-Kindergarten Scholarships, and Mental Health Consultation. To date, the four quality, access, and affordability strategies funded have succeeded in improving the quality of care in several ways.

Funded strategies addressing quality improvements in the early care and education setting have been well received by in the early care and education community. Quality First has filled all of the 35 regionally funded and 16 state funded slots in the region and maintains a waiting list for interested child care settings. These 51 centers and homes participating in Quality First represents 23% of the total number of licensed centers and group homes, and regulated family child care homes within the Region. Mental Health Consultation provides support to 10 centers and 4 homes within the Region. As with Quality First, the demand for Mental Health Consultation support exceeds supply, and a waiting listed for interested child care settings has been established.

Funded strategies addressing access and affordability have also been well received by the early care and education community as well as families residing in the Region. Quality First Child Care Scholarships have supported 120 lower income families in accessing high quality child care. The 120 Quality First Child Care Scholarships have been allotted to 30 Quality First centers in low income zip codes throughout the Region. The Pre-Kindergarten strategy has provided 257 preschool aged children access to high quality preschool instruction, including the establishment of two new preschool sites in the rural communities of Wittmann and Aquila, where access to high quality preschool instruction was nonexistent. Together, available scholarships support access to quality care and education to 377 children; however, efforts to date have yet to meet the demand of families residing in the region. Substantial waiting lists have been created by Quality First and Pre-Kindergarten scholarship sites within the Region.

Professional Development System

The Northwest Maricopa Regional Partnership Council has recognized the importance of high quality programs for young children and has robustly supported the professional growth and development of the early childhood workforce through regionally funded Non-Quality First TEACH Scholarships, Non-TEACH Scholarships (Professional Career Pathways Project), a Community Based Professional Development strategy, a Recruitment into the Field strategy, and a Recruitment- Stipends/Loan Forgiveness Strategy. Professional development strategies showed overall success over the previous fiscal years and for the first quarter of SFY2012. It is estimated that in SFY2012, 700 early care and education professionals will benefit from regionally funded professional development strategies in Northwest Maricopa.

Non-Quality First TEACH Scholarships available in the Region have all been allotted, and a waiting list has been established. Non-TEACH Scholarships, Professional Career Pathways Project has also seen a high volume of applicants and awards. Data from the SFY2011 Data Summary Report shows that 66 scholars received support through the Professional Career Pathways Project. The Regional Partnership Council is happy to share that with the availability of both TEACH and Non-TEACH scholarships, the region has seen an increase in the number of child care professionals returning to school, which has allowed child care settings to improve their levels of quality.

Understanding that not all individuals are interested or prepared to take college level course work, the Northwest Maricopa Regional Partnership Council chose to provide a variety of options to engage providers in professional development. In addition to funding professional development scholarships, the Regional Partnership Council funded Professional Development Community Based Training. To date, the region's Community-Based Professional Development strategy has provided workshops and seminars for approximately 450 participants. In addition, 57 professionals are receiving a more intensive model of coaching and mentoring in a yearlong program. Of the 57 receiving mentoring, 7 have recently received their Child Development Associate National Credential since participating in the project.

In its efforts to support the next generation of early care and education professionals, the Northwest Maricopa Regional Partnership Council has chosen to support local Career and Technical Education programs. Career and Technical Education is a national initiative linking career and technical education programs offered at the high school level to degree and certificate programs at the post-secondary level. In the Career and Technical Education Act of 1990, this initiative was implemented to strengthen education programs for youth who might not earn a four-year post-secondary degree. Viewed as one of the most innovative and effective educational reform efforts in American history, Career and Technical Education connects learning to career pathways and provides students with the knowledge, skills and behaviors they need to compete successfully in the technologically advanced workplace of tomorrow. Career and Technical Education provides each student with:

- A career pathway with an identified sequence of courses which leads to employment, employability and technological skills.
- Advanced occupational training identified in partnership with business and industry.
- Articulated programs leading to certification and/or a degree.
- A curriculum integrating academic and occupational learning and application.

This recruitment into the field strategy has undergone a great deal of redesign over the past two years, thanks to the work of the Northwest Maricopa Tech Prep Subcommittee. The Subcommittee comprised of Council Members, School District staff, Community College staff, and TEACH Scholarship staff; met diligently to develop the comprehensive strategy for implementation. Contracts have gone to two interested school districts, and strategy implementation should begin within the fiscal year. Components of the strategy include: Providing Northwest Maricopa high school students both exposure to the field of early care and education, and

opportunities to work directly with early childhood development professionals through the implementation of work-based learning programs; Providing workforce education and development services including career advising and counseling, collaborating with Early Care and Education industry/employers to design responsive training and educational programming, as well as developing and administering supervised opportunities for participants to observe and interact with children in an early care and education setting such as through an internship and/or apprenticeship program; Providing Northwest Maricopa high school students with a career pathway with an identified sequence of courses that leads to employment, employability and technological skills, advanced occupational training identified in partnership with business and industry, and programs that articulate to the Arizona Community College system and that lead to certification and/or a degree at the post-secondary level; Supporting Child Development Associate Certification; Increasing students' marketability once he or she enters the workforce; And finally, by assisting students in securing scholarships and/or financial support for classes that provide college credits.

This strategy, recruitment into the field, represents a major first step in ensuring that the Northwest Maricopa Region has an adequate supply of qualified caregivers and teachers who can provide young children with the early learning boost they need to succeed in school and in life. It is anticipated that this investment will increase the 125 participating high school student's marketability once he or she enters the workforce and increase the participating student's confidence in his or her chosen career path. Finally, it is anticipated that this investment will also improve the quality of Regional Early Childhood Career and Technical Education Programs, improve the competencies of instructional staff, and increase collaboration among local high schools, local community colleges, and local early childhood providers.

Finally, the Regional Partnership Council invested in a Recruitment–Stipends/Loan Forgiveness strategy as a means to increase the number of highly skilled child development practitioners working within the Region. The strategy was funded with the intent of targeting the recruitment of mental health professionals and/or speech language professions. The Regional target service number for this Recruitment strategy was two participants receiving loan forgiveness. To date, one participant has been recruited to work within the Region.

Supports and Services for Families

To address the family support needs of families in the Region, the Northwest Maricopa Regional Partnership Council funded five strategies: Home Visitation, Parent Education Community Based Training, Family Resource Centers, Community Based Literacy, and Food Security. Based on data provided to date, the family support strategies have been successful, meeting and often exceeding target service numbers. The combined family support strategies have been successful at reaching populations of people who are often not connected to the early childhood education system. Many families who live in rural areas of Northwest Maricopa face challenges such as lack of accessible transportation which can limit access to services. Grantees implementing the Region's family support strategies have been mindful of this barrier and have ensured that services are available in both the urban and rural communities of the Region.

The Northwest Maricopa Regional Partnership Council currently funds two home visitation providers within the Region, reaching 225 families. Recruitment of family participation in home visitation was initially slow in the region; however, aggressive and innovative outreach efforts have resolved the issue. Data to date shows that 209 of the 225 available home visitation slots are filled and narrative reports from grantees reveal that the programs are well received by participating families. With respect to funded Parent Education Community Based Training and Literacy programming, it is anticipated that SFY2012 service numbers will exceed contracted service numbers. Both regionally funded Community Based Education programs have done an exceptional job at reaching out to the families within the Region and adjusting schedules and/or meeting locations to meet the needs of participants. In addition, both programs report high retention and positive participant satisfaction

surveys. Finally, family support strategies that address families' need for access to resources have exploded. Food box distribution has maintained steady, and the number of distribution locations in the Region continues to grow. The Regional Partnership Council's investment in community based family resource centers was slow to take off, however, after two years of implementation the regional resource centers have become established in the communities in which they serve. As a result of the success of the three community based family resource centers, the Regional Partnership Council has provided funding to local school districts to implement two new school based family resources centers in SFY2012. To date, both school based resource centers have opened and are offering resource and referral services to families.

Access to Quality Health Care Coverage and Services

In order to address the Northwest Maricopa Regional Partnership Council's identified needs of limited access to adequate health and dental care services, including preventive services, screening services, and follow-up services, the Council has chosen to invest funding to support three distinctly different health strategies. The three health strategies funded include: injury prevention, developmental and sensory screening, and oral health. To date, the health strategies funded by the Regional Partnership Council have had mixed results.

Although labeled an injury prevention strategy, the Region's Safety, Nutrition, Activity, and Care for Kids (S.N.A.C.K.) program is a comprehensive health promotion program that works in the community to make kids safer, healthier and happier. The S.N.A.C.K. team of Health Educators, Dietitians, Car Seat Specialists and a Resource Coordinator work together to provide nutrition education to parents and child care providers, physical activity promotion, injury prevention, access to health care, resource and referral assistance, and other services. The program uses best practices and evidence based resources. The S.N.A.C.K. program has been successfully implemented in the Northwest Maricopa Region for the past three years. The program works to make young children safer, healthier, and happier through a train the trainer model. The train the trainer model targets those in the community working with young children and their families – including child care providers and health and human service providers. The S.N.A.C.K. program is building capacity in the community around health and safety which in turn is compounding the reach of the program. In SFY2012, the program will provide education and training to over 900 participating adults who will potentially impact the lives of over 10,000 young children living in the region. Complementing the S.N.A.C.K. program, the Regional Partnership Council also funds the FireStar Program. FireStar is a fire, burn, and drowning prevention program that targets low income families in targeted communities. In SFY2012, the FireStar program will reach an estimated 200 families.

Unlike the success that has been achieved with S.N.A.C.K., the Region's Developmental and Sensory Screening strategy has had very minimal movement. In SFY2011, the Regional Partnership Council established a Subcommittee to look at the developmental and sensory screening needs of the Region. After months of meeting, the Subcommittee chose to move forward with a strategy to establish a Developmental and Sensory Screening Coalition. However, before a coalition could begin work, the Council determined that additional data was needed to understand current conditions. The coalition was placed on hold, and the Council is working with the contracted needs and assets vendor to collect and analyze additional data specific to developmental and sensory screening in the Northwest Maricopa Region. Until the needs and assets report is completed, no additional action will be taken on this strategy.

To address oral health issues in the west valley of Maricopa County, the Northwest Maricopa Regional Partnership Council has partnered with the Southwest Maricopa Regional Partnership Council to implement a screening and fluoride varnish application strategy. The Regional Partnership Councils have contracted with Maricopa County Department of Public Health, Office of Oral Health to provide screening and varnish application services at local immunization clinics, WIC clinics, and public preschool programs. Capacity building needed prior to implementation took longer than anticipated, delaying implementation. In SFY2011, Maricopa

County did not reach contracted service numbers. At this time, the program is fully operational and implementation has begun. It is anticipated that program implementation will be successful and 3333 children will receive dental screenings and two varnish applications prior to the end of SFY2012.

Building Public Awareness and Support

In order to address the Northwest Maricopa Regional Partnership Council's identified need of limited knowledge and information about the importance of early childhood development and health, the Council has chosen to invest funding to support Community Awareness, Community Outreach, and Media.

The Regional Partnership Council's Community Outreach and Community Awareness strategies are First Things First staff directed and done in cooperation with the Southwest Maricopa Regional Partnership Council. Both strategies are a part of the statewide, cross-regional communications campaign. The regional Community Outreach strategy employs community outreach staff to engage target audiences in conversations about early childhood health and education issues. Outreach staff attends community events, develops presentations for target groups, and interacts with media with a goal of growing relationships in the community and identifying early childhood champions. Since starting in October of 2010, the Community Outreach Coordinator has distributed important information about First Things First, as well as information on child development, parenting and literacy. The Outreach Coordinator has recruited 135 Early Childhood Champions, represented First Things First at 111 community events and has provided 7 presentations. The regional Community Awareness strategy is a comprehensive strategy developed by the Regional Partnership Council that includes sponsorships, event participation, educational materials distribution, and promoting the First Things First brand. The SFY2012 Community Awareness Plan has only been recently approved for implementation and limited activities have been conducted.

In addition to supporting the First Things First staff directed Community Awareness and Outreach strategies, the Regional partnership has invested in media. The Regional Partnership Council has partnered with Regional Partnership Councils serving Maricopa County to invest in a countywide media campaign.

In addition to funding the First Things First five priority goal areas, the Northwest Maricopa Regional Partnership Council has also chosen to invest in coordination. To address coordination in Western Maricopa County, the Northwest Maricopa Region and Southwest Maricopa Region have come together to establish a Cross-Regional Coordination Subcommittee. To date, the Regional coordination strategy is still under development. The Northwest and Southwest Maricopa Regional Partnership Councils continue to collaborate to fund the implementation of activities to achieve this coordination strategy. It is anticipated that implementation of the activities will: ensure the needs of the most at-risk families are addressed; coordinate outreach activities to encompass both regions; coordinate delivery of services; identify the communities and target populations that lack access to effective home visitation, child care, parenting, or medical services; and, gather and review data about existing services to identify gaps and meet the needs of the young children and their families across the regions. It is expected that these activities will result in improved coordination of programs currently operating in the regions.

Over the past three years, the Regional Partnership Council has learned a great deal of lessons. First, the Council has learned that no matter how much time or how many resources they invest in their efforts, they alone will never be able to meet all of the needs of the Northwest Maricopa Region. In order to sustain efforts and have a true impact, the Council must strive to 1) increase awareness about the importance of early childhood, 2) build community partnerships, 3) build community capacity, and 4) increase external investments into early childhood efforts. Only by increasing the number and commitment of traditional and non-traditional early childhood partners working together to build Arizona's Early Childhood System can true change occur.

Next, the Regional Council has learned the great value of maintaining a positive partnership with the Southwest Maricopa Regional Partnership Council. The two Regional Partnership Councils have worked together over the past three years and have been able to leverage resources, expand their reach into the community, and work together to address common needs. To sustain the value added by working with the Southwest Maricopa Regional Partnership Council, the two Councils will continue to meet regularly to discuss ways in which the Councils may continue to partner.

Finally, the Regional Partnership Council has learned that strategic development is critical when releasing RFGAs. In SFY2009, the Council released its first batch of RFGAs. The scope of work for the RFGAs was vague, as the Council believed at the time that it would be more successful if it kept the scope of work open to innovative ideas. Unfortunately, the strategy of keeping the RFGAs vague did not work as well as the Council had intended. The responses to the RFGAs, while well-conceived, were inconsistent and all over the place. In order to address this, the Council will be sure to invest the necessary time and effort in the development of future scopes of work prior to releasing any RFGAs.

Section III.

Three Year Strategic Direction: SFY 2013-2015 Regional Funding Plan

III A. Overview

In the establishment of the FY2013 Funding Plan, the Northwest Maricopa Regional Partnership Council reassessed the Regional Partnership Council's shared vision, identified priorities, and reviewed the data presented in the Region's Needs and Assets Report; being specifically attentive of the scope and reach of currently funded strategies. In addition to reviewing data for the 2010 Regional Needs and Assets Report, the Council also reviewed and analyzed data and narrative reports submitted by grantees, reviewed the data provided in the preliminary regional Child Care Study report, and invited regional stakeholders to share information around the needs of the families they work with and/or interact. Throughout the process, the Regional Partnership Council was mindful that change and system building are complex processes that take both a solid foundation and time in order to come to fruition.

In the reassessment of the Regional Partnership Council's mission, long-term vision, and objectives; the Council reaffirmed that its mission and shared vision is the establishment of an Early Childhood System that provides a continuum of services and supports, from universal to targeted to intensive. Most importantly, the Regional Partnership Council recognized the importance of building a sustainable Early Childhood System to ensure that all families have access to the diverse programs and services necessary to promote a child's optimal development and health. The Northwest Maricopa Regional Partnership Council recognizes that great strides have been made in building a sustainable Early Childhood System over the past three years; however, the Council also acknowledges that Regional system building efforts are still in the infancy stage. Thus, the Regional Partnership Council has determined that it would be most appropriate to continue to build upon the Council's investments over the prior three years, while at the same time, narrow its focus to those strategies that can have a true impact on the communities of Northwest Maricopa.

In order to narrow its focus, the Regional Partnership Council had to clearly prioritize the needs of the community and decide which of the prioritized needs fell under the scope of responsibility of the Regional Partnership Council. After hours of deliberation, the Regional Partnership Council identified the following prioritized needs:

- Limited access to quality, affordable early care and education.
- Underdeveloped workforce.
- Limited access to adequate health and dental care services, including preventive services, screening services, and follow-up services.
- Limited access to parent education programs, services, and resources.
- Limited coordination/ collaboration among service providers.
- Limited knowledge and information about the importance of early childhood development and health.

Once the Regional Partnership Council identified the Region's highest priorities, the Council then discussed how those priorities aligned with the First Things First Priority Roles and the Board approved School Readiness Indicators. Through discussion it was established that each of the six regional priorities did align with the First Things First Priorities Roles and that in addressing the Region's priorities, the potential existed to have a significant impact on four of the School Readiness Indicators, as shown in Section III B. Regional Priorities, Selected, FTF Indicators and Priority Roles, and Strategies to Achieve Outcomes.

Setting the Strategic Direction

Once the Northwest Maricopa Regional Partnership Council identified the Regional Priorities and the School Readiness Indicators it wished to address, the Council began to identify strategies. Strategies were chosen as follows to address Regional prioritized needs:

Need: Limited access to quality, affordable early care and education and Underdeveloped workforce.

In order to address the Northwest Maricopa Regional Partnership Council's identified needs of limited access to quality, affordable early care, and education, and an underdeveloped workforce, the Council has chosen to make a significant investment toward six strategies: Quality First, TEACH Scholarships, Pre-Kindergarten Scholarships, Non-TEACH Scholarships, Recruitment into the Field, and Mental Health Consultation. Strategies funded are predicted to impact two School Readiness Indicators: #/% children demonstrating school readiness at kindergarten entry in the development domains of social-emotional, language and literacy, cognitive, and motor and physical; and, #/% of children enrolled in an early care and education program with a Quality First rating of 3-5 stars.

Strategies funded in the area of early care and education are universal infrastructure development programs that focus on center/home quality improvement and increased access to affordable quality care. In the area of quality improvement, the Regional Partnership Council invested heavily in improving the quality of professionals working in the early care and education sector. The investment is expected to provide scholarship opportunities to 150 early care and education professionals and expose 250 high school students to the field of early care and education. Scholarship opportunities will increase in the Region to address the TEACH Scholarship waiting list. Additionally, the Regional Council chose to invest in improving quality care by funding 83 Quality First Centers and funding three Mental Health Consultants. The number of Quality First Centers funded includes the participation of 68 centers/homes in the Quality First Bundle Package and 25 centers in the Quality First Rating Only program. Centers/homes participating in Quality First will include all of the current regional and statewide participants, including those participants transitioning into the region as a result of the boundary changes, plus the addition of five new Quality First slots. Mental Health Consultation services will be available to 17 centers and 4 homes within the region, sustaining current centers and addressing the waiting list.

With increased quality comes an increased cost, which often acts as a barrier to lower income families. To address this issue, the Regional Partnership Council has invested monies to expand access to high quality care through scholarships. Quality First Scholarships and Pre-Kindergarten Scholarships will provide access to high quality affordable early care and education programs to 692 lower income children living in the Region. To ensure that Pre-Kindergarten Scholarships are available in rural areas where early education programming is unavailable, the Regional Partnership Council designated a select number of scholarships to be available exclusively to those underserved communities.

Need: Limited access to adequate health and dental care services, including preventative services, screening services, and follow-up services.

To address the need of limited access to adequate health and dental care services, the Regional Partnership Council chose to fund two distinct health promotion and education strategies: oral health and nutrition/obesity/physical activity. The Regional Council acknowledges that they did not want to reinvent the current health service system, but invest in enhancing that system. To achieve these goals, the Northwest Maricopa Regional Partnership Council has invested monies in Community Based Health Promotion and Education Programs that enhance current efforts within the region, and build upon the progress that has been achieved in the past three years. As a means to leverage funding, the Northwest Maricopa Regional Partnership Council will partner with the Southwest Maricopa Regional Partnership Council for strategy implementation. Strategies funded are predicted to impact two School Readiness Indicators: #/% of children age 5 with untreated

tooth decay, and % of families who report they are competent and confident about their ability to support their child's safety, health and well being. Funded programs address issues related to obesity prevention, unintentional injury prevention, oral health promotion, and the promotion of routine well child exams. Health Promotion and Education Programs will reach an estimated 1900 participating adults and provide preventive oral health screenings and varnish applications to 3333 children. Each of the universal programs has a mechanism to link children to more targeted and intensive services as appropriate.

In SFY2012 the Regional Partnership Council invested in a Recruitment–Stipends/Loan Forgiveness strategy as a means to increase the number of highly skilled child development practitioners working within the Region. It should be noted, that this strategy was not deemed a high priority strategy for SFY2013 and was not allotted funding for SFY2013 participant recruitment. Should funding be necessary to sustain the administrative costs associated with contractual obligations to participants recruited in SFY2012, funding will be allotted at a future Regional Partnership Council Meeting.

Need: Limited access to parent education programs, service, and resources.

To address the need of limited access to parent education, programs, services and resources, the Regional Partnership Council chose to fund four family support strategies. The four family support strategies are Home Visitation, Family Resource Centers, Parent Education Community Based Training, and Food Security. Funded strategies will build upon the progress achieved over the past three years. Strategies funded are predicted to impact two School Readiness Indicators: #/% children demonstrating school readiness at kindergarten entry in the development domains of social-emotional, language and literacy, cognitive and motor and physical; and % of families who report they are competent and confident about their ability to support their child's safety, health and well-being. Impact on the School Readiness Indicators will be achieved by providing both universal and targeted programming that offer families options.

The universal family support programs funded include the establishment of Family Resource Centers and Food Boxes. The Family Resource Centers will be located in four communities and are expected to serve over 7000 families across the region. Family Resource Centers will provide a variety of resource and referral services, parent awareness classes, resource distribution, and public health insurance enrollment assistance. For those families that need more targeted family support than can be provided through the resource centers, home visitation and parent education community based training services will be funded. Home visitation programs funded in the region will reach 250 families. Families targeted for home visitation services will include pregnant and parenting teens, grandparents, isolated families, and new parents. Parent Education Community Based Training will provide families who may be uncomfortable with home visitation services an option. Parent Education services will reach 1200 participating adults. Programming will include maintaining the current Community Based Literacy Program, as the grantee will be in year three of the grant cycle, and the introduction of programming targeting pregnant and parenting teens, and grandparents raising grandchildren. Individually, funded programs have the capacity to address one or two of a family's needs. Collectively, programs funded under Family Support work with existing community partners to provide comprehensive family centered services that address everything from basic resources and referrals to targeted services.

Need: Limited knowledge and information about the importance of early childhood development and health.

In order to address the Northwest Maricopa Regional Partnership Council's identified need of limited knowledge and information about the importance of early childhood development and health, the Council has chosen to invest funding to support Community Awareness, Community Outreach, and Media. Strategies funded are predicted to impact the School Readiness Indicator, % of families who report they are competent and confident about their ability to support their child's safety, health and well-being. The Regional Partnership Council's Community Outreach and Community Awareness strategies are First Things First staff directed and are done in

cooperation with the Southwest Maricopa Regional Partnership Council. Both strategies are a part of the statewide, cross-regional communications campaign.

The regional Community Outreach strategy employs community outreach staff to engage target audiences in conversations about early childhood health and education issues. Outreach staff attends community events, develops presentations for target groups, and interacts with media with a goal of growing relationships in the community and identifying early childhood champions. The regional Community Awareness strategy is a comprehensive strategy developed by the Regional Partnership Council that includes sponsorships, event participation, educational materials distribution, and promoting the First Things First brand. The SFY2012 Community Awareness Plan has only been recently approved for implementation and limited activities have been conducted. In addition to supporting the staff directed Community Awareness and Outreach strategies, the Regional Council has invested in media. The Regional Partnership Council has partnered with Regional Partnership Councils serving Maricopa County to invest in a countywide media campaign.

Strategic Approach to System Building

The Northwest Maricopa Regional Partnership Council envisions an early childhood system that has a sustainable infrastructure that supports all system components, including Professional Development, Organizational Capacity, Information Sharing, Best Practices, Data Collection, Accessible Workforce, and Inter-Organizational Communication and Collaboration. The intent of the Regional Council in building this system is to be responsive to the varying needs of young children and families across the Region, and the needs of those individuals/organizations entrusted to care for or provide services to those families.

Each individual strategy approved by the Northwest Maricopa Regional Partnership Council was chosen to address a priority need of the Region, and each has the potential to impact a key player in a child's life be it a parent, a caregiver, a teacher, or a health care provider. Taken as a group, however, the impact is compounded and is more likely to result in better outcomes for the child. Some strategies, such as TEACH and Non-TEACH Scholarships, Quality First, Family Resource Centers, Oral Health, and Nutrition/Obesity/Physical Activity universally target parents or professionals. Other strategies, such as Pre-Kindergarten Scholarships, Quality First Scholarships, Home Visitation, and Parenting Education Community Based Training have more targeted populations. For example, the Pre-Kindergarten Scholarships strategy targets rural communities with limited early education opportunities and urban communities with an extensive waiting list and high poverty rates. Home visitation and Parent Education Community Based Training will target at risk populations, including pregnant and parenting teens, grandparents raising grandchildren, and families living in isolation. Funding for universal supports was allotted with the philosophy that basic family support, health, and early learning services/ supports should be easily accessible to all interested families within the region. Understanding that the Regional Partnership Council would not be able to address every family support, health, and early education need of every family in the region, the Regional Partnership Council chose to invest resources in those targeted services the Council believes would be the most beneficial to children and families living in the Region.

While there is strong recognition of the many programs and service providers who have come together in their efforts to serve young children, a need exists for even greater coordination and collaboration among public and private agencies. Several key informant interviews conducted among the Maricopa County regions in both 2008 and 2010 revealed that service providers felt that the lack of services in the region and the lack of coordination of services are preventing the development of a support system for children and families that is so desperately needed. In addition, the surveys revealed that the Maricopa County Region as a whole lacks a well-identified point of entry or coordination of services that can support parents in obtaining the information and services they need to ensure children have the greatest chance of success in school.

To address coordination in Western Maricopa County, the Northwest and Southwest Maricopa Regions have come together to establish a Cross-Regional Coordination Subcommittee. According to the 2010 Needs and Assets Reports for both the Northwest and Southwest Maricopa Regions, there is strong need for collaboration, communication, and resource sharing among service providers. The Regions has a number of effective programs that serve as assets to the region, however, the reports reveals that these services are not coordinated in a manner that results in optimal benefit to the children and families in the region. Many of the organizations in the regions are working in proverbial silos and are unable to provide families with a holistic approach due to lack of agency policies or procedures that foster communication and coordination. To address the need for coordination, the Northwest and Southwest Maricopa Regional Partnership Councils will collaborate to fund the implementation of activities to achieve this coordination strategy. It is anticipated that implementation of the activities will: ensure the needs of the most at-risk families are addressed; coordinate outreach activities to encompass both regions; coordinate delivery of services; identify the communities and target populations that lack access to effective home visitation, child care, parenting, or medical services; and, gather and review data about existing services to identify gaps and meet the needs of the young children and their families across the regions. It is expected that these activities will result in improved coordination of programs currently operating in the regions. In addition to funding the First Things First five priority goal areas, the Northwest Maricopa Regional Partnership Council has also chosen to invest in coordination.

To address coordination across all of Maricopa County, the Maricopa and Phoenix Regional Partnership Councils will continue to work together to develop a strategy that addresses cross regional coordination and system building. With this strategy, the Regional Councils will work together to decrease duplication of services; allow communities to build on and enhance existing, high-quality services; improve data collection and information sharing; create planning and problem solving opportunities; and leverage dollars for the highest return on the state's early childhood investment. To date, collaborative efforts have included multi-region grantee meetings, media saturation, Needs and Assets, and discussion relating to collective investment in the development and implementation of a county wide Service Coordination strategy.

As the Northwest Maricopa Regional Council sets the strategic direction for the next three years, there is the developing sense that the collective work of the Regional Partnership Council, community partners and families is beginning to take root and thoughtful, responsible decision-making will lead this region to a place where all children birth through five will receive the supports they deserve that will allow them to succeed in school and life.

Section III B.

Strategic Plan for SFY 2013 – 2015

Regional Priorities, Selected FTF Indicators and Priority Roles, and Strategies to Achieve Outcomes

Regional Priority to be addressed	School Readiness Indicators Correlated to the needs and priority roles	FTF Priority Roles in the Early Childhood System	SFY 2013-2015 Strategies
<p>Limited access to quality, affordable early care and education.</p> <p>Limited access to adequate health and dental care services, including preventative services, screening services, and follow-up services.</p> <p>Underdeveloped workforce.</p> <p>Limited access to parent education programs, service, and resources.</p> <p>Limited coordination and collaboration among service providers.</p> <p>Limited knowledge and information about the importance of early childhood development and health.</p>	<ol style="list-style-type: none"> 1. #/% children demonstrating school readiness at kindergarten entry in the development domains of social-emotional, language and literacy, cognitive, and motor and physical 2. #/% of children enrolled in an early care and education program with a Quality First rating of 3-5 stars 9. #/% of children age 5 with untreated tooth decay 10. % of families who report they are competent and confident about their ability to support their child's safety, health and well being 	<p>Early Care and Education System Development and Implementation Convene partners and provide leadership in the development and implementation of a comprehensive early care and education system that is aligned both across the spectrum of settings and with the full continuum of the education system.</p> <p>Quality Early Care and Education Standards, Curriculum and Assessment – Convene partners, provide leadership, and provide funding for the development and implementation of quality standards for early childhood care and education programs and related curricula and assessments.</p> <p>Quality, Access, and Affordability of Regulated Early Care and Education Settings – Convene partners, provide leadership, and provide funding for increased availability of and access to high quality, regulated, culturally responsive and affordable early care and education programs.</p> <p>Access to Quality Health Care Coverage and Services- Collaborate with partners to increase access to high quality health care services (including oral health and mental health) and affordable health care coverage for young children and their families.</p> <p>Access to Quality Health Care Coverage and Services- Collaborate with partners to support improved nutrition and increased age/developmentally appropriate physical activity levels among young children.</p> <p>Supports and Services for Families - Convene partners, provide leadership, provide funding, advocate for the development, enhancement, and sustainability of a variety of high quality, culturally responsive, and affordable services, supports, and community resources for young children and their families.</p>	<p>Quality First (including CCHC, CC Scholarships, TEACH), Prekindergarten Scholarships, Mental Health Consultation</p> <p>Nutrition/ Obesity/ Physical Activity, Oral Health</p> <p>Scholarships TEACH, Scholarships Non-TEACH, Recruitment into the field</p> <p>Home Visitation, Family Resource Centers, Parent Education - Community Based Training, Food Security</p> <p>Service Coordination</p> <p>Community Awareness, Community Outreach, Media</p>

Section III C.**Strategy Descriptions including Target Populations and Funding Levels**

Strategy: Quality First			
Strategy Description: Supports provided to child care centers and homes to improve the quality of programs, including: on-site coaching and program assessment; financial resources; professional education scholarships; and consultants specializing in health and safety practices.			
Strategy Narrative In order to address the Northwest Maricopa Regional Partnership Council's identified need of limited access to quality, affordable early care, and education, the Council has chosen to invest funding to support Quality First throughout the Region. The strategy expands the number of children who have access to high quality care and education, including learning materials that are developmentally appropriate, a curriculum focused on early literacy and teachers trained to work with infants, toddlers and preschoolers. Funding allotted will allow the Regional Partnership Council to sustain the current total number of statewide and regionally funding Quality First sites, including those that will be transitioning into the region as a result of the boundary changes that will be effective in SFY2013. In addition, funding has been allotted for the addition of five new Quality First Bundle Participants (4 centers and 1 home) as well as 25 new Quality First Rating Only Participants.			
Target Population Description Quality First in the region is intended to target children accessing regulated care in settings that are dedicated to providing high quality learning opportunities. The various consultation services provided target child care center directors and staff with the intention of increasing their competence in supporting children's health and social-emotional development. The inclusion of child care scholarships is intended to target low income children who otherwise would not have access to—nor would their families be able to afford regulated, high quality, child care. Many studies have demonstrated that children, especially those with numerous risk factors, benefit from high quality early education experiences. The Regional Council elected to support 83 centers and 10 homes within the Region. The total number of regulated centers and homes is as follow: 181 Centers and 39 Homes. Proposed funding will reach 45% of centers and 26% of homes within the Region, however, these percentages do not reflect the centers and homes that are located in those zip codes that will be moving to the Northwest Maricopa Region.			
Target Service Units - Quality First	FY 13	FY 14	FY 15
Number of center based providers served	83	83	83
Number of home based providers served	10	10	10
Funding Levels	FY 13	FY 14	FY 15
Quality First	\$1,377,483	\$1,183,058	\$1,377,483
Child Care Health Consultation	\$171,360	\$171,360	\$171,360
Scholarships TEACH	\$165,000	\$165,000	\$165,000
QF Child Care Scholarships	\$2,796,518	\$2,580,518	\$2,580,518

Target Service Units - Child Care Health Consultation	FY 13	FY 14	FY 15
Number of center based providers served	58	58	58
Number of home based providers served	10	10	10
Target Service Units - Scholarships TEACH			
Number of professionals receiving scholarships	171	171	171
Target Service Units - QF Child Care Scholarships			
Number of children receiving scholarships	445	409	409

Strategy: Scholarships TEACH (addition to QF package)
Strategy Narrative

In order to address the Northwest Maricopa Regional Partnership Council's identified needs of limited access to quality, affordable early care, and education and an underdeveloped workforce, the Council has chosen to invest funding to support Scholarships TEACH throughout the Region.

The key to quality child care is linked to the education and stability of the early childhood workforce. The preparation and ongoing professional development of early educators is a fundamental component of a high quality early learning system. There is an extensive body of research showing that the education and training of teachers and administrators is strongly related to early childhood program quality and that program quality predicts development outcomes for children.

One of the greatest determinants of quality in early childhood settings is the level of education of the child care providers. The TEACH strategy supports professionals seeking credentials and associates degrees in their efforts to obtain higher levels of education while continuing employment in early childhood settings. As professional development for early childhood educators seeking credentials or degrees is a high priority, the Regional Council recognized the need to support scholarships beyond those provided through Quality First participation.

Target Population Description

Additional TEACH scholarships are intended to support 50 scholars both in and outside of Quality First participating settings. The Regional Council arrived at this number after receiving information on how many scholars had been awarded scholarships and the number of applicants on the waiting list. The total number of TEACH scholarships to be available to early care and education professionals working in the Region is 171, of which 121 scholarships are funded through an investment in Quality First Bundle and 50 are additional regionally funded Non-Quality First TEACH scholarships.

Strategy: Quality First (Rating Only)
Strategy Narrative

In order to address the Northwest Maricopa Regional Partnership Council's identified need of limited access to quality, affordable early care, and education, the Council has chosen to invest funding to support Quality First Rating Only throughout the Region.

Rating Only participation includes two components of Quality First: the assessment and assignment of a star rating. Not all existing Pre-Kindergarten sites in the region can be enrolled in full participation in Quality First due to funding constraints. This strategy provides a lower cost model. In SFY2013, all Pre-Kindergarten sites will be required to be rated by Quality First and in SFY2014 all Pre-Kindergarten sites will be required to have a star rating of at least three stars in order to continue providing scholarships.

Target Population Description

The rating only option will be made available to twenty-five sites throughout the region that are eligible to provide Pre-Kindergarten Scholarships.

Strategy: Quality First Scholarships (addition to QF package)**Strategy Narrative**

In order to address the Northwest Maricopa Regional Partnership Council's identified need of limited access to quality, affordable early care, and education, the Council has chosen to invest funding to support Quality First Scholarships.

Quality First Child Care Scholarships are payments to early childhood providers for use by low income families to pay the full or partial cost of care for children five and younger. Scholarships benefit children, families, early care and education providers and communities. Quality First Child Care Scholarships are considered an ongoing commitment to help families afford higher levels of quality care and to support the achievement and maintenance of quality improvements.

The Regional Partnership Council is funding 36 Quality First Scholarships in addition to those provided in the Quality First bundle. The purpose of this investment is to support an easy transition of the 85302, 85304, and 85306 zip codes from the North Phoenix Region to the Northwest Maricopa Region. Additional scholarships purchased will be used to support parenting teens residing in the aforementioned zip codes currently receiving child care scholarships as part of the North Phoenix Parent Education Community Based Training strategy. The Regional Partnership Council chose to support the North Phoenix strategy to ensure that families receiving child care scholarships as part of the North Phoenix Parent Education Community Based Training strategy were not negatively impacted by the boundary changes in SFY2013. One year funding was allotted with the anticipation that the grantee, currently in year two of implementation, will be renewed in SFY2013.

Target Population Description

Quality First Scholarships additional to the Quality First package will be limited to supporting teen parents residing in the Northwest Maricopa Region enrolled in the North Phoenix Parent Education Community Based Training strategy. Funding allotted will support 36 scholarships for parenting teens.

Strategy: Mental Health Consultation**Strategy Description:**

Provides mental health consultation to teachers and caregivers, and tuition reimbursement to support professional development to increase the capacity of the workforce.

Strategy Narrative

In order to address the Northwest Maricopa Regional Partnership Council's identified needs of limited access to quality, affordable early care, and education, and an underdeveloped workforce, the Council has chosen to invest funding to support Mental Health Consultation to both Quality First and Non Quality First centers and homes throughout the Region.

Because young children, including infants and toddlers, spend so much time in settings outside their own homes, it is especially important to ensure that early care providers and teachers understand what promotes learning and healthy social and emotional development, and know how to help when development is not progressing as it should. Unfortunately, many of those caring for young children do not have the information or the experience they need to help children maximize learning, identify developmental delays, or how to address inappropriate behaviors. To address this, the Regional Partnership Council has chosen to allot funding to make Mental Health Consultation available within the Region.

Early childhood mental health consultation builds the capacity of early care and education providers to nurture the social-emotional development of young children, as well as to prevent, identify, and reduce the impact of mental health problems among children from birth to age 6 and their families. Mental Health Consultation requires a collaborative relationship between a professional consultant who has mental health expertise and an early care and education professional. In program-focused mental

health consultation, the intent is to improve the overall quality of the classroom environment as well as to provide strategies to build early care and education staff capacity to address problem behaviors or organizational problems within the setting that may be affecting one or more of the children, families, or staff.

Target Population Description

Mental Health Consultation is an infrastructure development strategy that improves the capacity of child care providers to support the healthy social-emotional development of children in their care. The target population of this strategy is early care and education centers and homes within the Northwest Maricopa region. Funding has been allotted to support three Mental Health Consultants, this is an increase of one Consultant from SFY2012. Consultants will work with four home providers and 17 center based providers. Funding levels and target services numbers were established to maintain current participation levels and address the waiting list.

Target Service Units	FY 13	FY 14	FY 15
Number of center based providers	17	17	17
Number of home based providers	4	4	4
Number of people receiving tuition reimbursements	0	0	0
Funding Level	FY 13	FY 14	FY 15
Mental Health Consultation	\$369,000	\$369,000	\$369,000

Strategy: Pre-Kindergarten Scholarships

Strategy Description:

Provides scholarships to quality preschool programs in a variety of settings to allow programs to serve more children.

Strategy Narrative

In the Northwest Maricopa region, many areas contain households where the median annual income is at or below federal poverty guidelines. For a family of four, the Federal Poverty level is \$21,200 a year (for the 48 contiguous states and D.C.). Youngtown, Wittmann, Aguila, El Mirage, and even some portions of Glendale report median annual incomes that fall below these poverty levels.

Children from these low-income homes are more likely than any other group to show up for kindergarten unprepared. For these children, this is the beginning of an achievement gap that if not addressed may widen and become more costly and difficult to close as the child gets older. High quality early education can help close the achievement gap and prepare children for kindergarten, but these programs can be expensive making them inaccessible to low-income families.

The Pre-Kindergarten strategy in the region addresses the prioritized need for improved access to high quality and affordable early childhood education. Pre-kindergarten Scholarships provide funding and technical assistance for high quality, part- or full-time, classroom-based early education for children ages 3 and/or 4 years of age from low-income families Children may be enrolled in public or private schools or community-based early care and education programs.

To ensure that pre-kindergarten scholarships are allotted to high quality preschool programs, funding has been allotted to support the enrollment of pre-kindergarten sites into the Quality First Rating Only.

High quality Pre-Kindergarten programs have significant, persistent benefits. Research has consistently shown that quality Pre-Kindergarten programs benefit not only individual students, but also school districts and communities. Nobel-Prize-winning economist James Heckman estimates that every dollar spent on early childhood education returns 10 cents annually over the life of a child. In addition, multiple longitudinal studies show that investments in high-quality preschool programs improve outcomes for children. These outcomes include school success, high school graduation, college attendance and improved earnings. Negative outcomes are also reduced, such as involvement in the criminal justice system, grade repetition and high school dropout rates. Research also finds that positive outcomes do not occur when quality is diluted.

Target Population Description

The Pre-Kindergarten Scholarship strategy is a targeted strategy to serve 247 lower income children. Funding will be made available throughout the region to qualifying sites; however, approximately 54 scholarships will be designated for rural communities within the Region. The dollar allotment and number of available slots was based on current usage and demand.

Target Service Units	FY 13	FY 14	FY 15
Number of FTF-funded pre-K children	247	247	247
Number of pre-k sites receiving support	25	25	25
Funding Level	FY 13	FY 14	FY 15
Pre-Kindergarten Scholarships	\$2,000,000	\$2,000,000	\$2,000,000

Strategy: Nutrition/Obesity/Physical Activity

Strategy Description

Provides health education focused on obesity prevention to children, families and early care and education professionals.

Strategy Narrative

In order to address the Northwest Maricopa Regional Partnership Council's identified needs of limited access to adequate health and dental care services, including preventive services, screening services, and follow-up services, the Council has chosen to invest funding to support a Nutrition/Obesity/Physical Activity Strategy.

The Nutrition/ Obesity/ Physical Activity Strategy to be implemented is the Maricopa County Safety, Nutrition, Activity, and Care for Kids (S.N.A.C.K.) program. The Northwest Maricopa Regional Partnership Council will collaborate with the Southwest Maricopa Regional Partnership Council to implement the S.N.A.C.K. program in the west valley of Maricopa County. S.N.A.C.K. is a health promotion program that works in the community to make kids safer, healthier and happier. The S.N.A.C.K. team of Health Educators, Dietitians, Car Seat Specialists and a Resource Coordinator work together to provide nutrition education to parents and child care providers, physical activity promotion, injury prevention, access to health care, resource and referral assistance, and other services. The program uses best practices and evidence based resources.

The S.N.A.C.K. program has been successfully implemented in the Northwest Maricopa Region for the past three years. The program works to make young children safer, healthier, and happier through a train the trainer model. The train the trainer model targets those in the community working with young children and their families – including child care providers and health and human service providers. Trainings provided include instruction to child care staff on how to implement the Color Me Healthy

Obesity Prevention Curriculum in the classroom and instruction on becoming certified as a National Child Passenger Safety Technician for those service providers who interact with families.

Color Me Healthy is an award winning, evidence based, developmentally appropriate, curriculum that targets young children and their parents. The S.N.A.C.K. program provides child care centers and homes copies of the Color Me Health curriculum, program materials necessary for implementation, and training and support on implementation. S.N.A.C.K. works with child care providers to ensure that Color Me Health is implemented correctly, to ensure that parents are engaged, and to ensure that the meals that the center/home provides supports the message of healthy eating.

National Child Passenger Safety Technician Certification courses are designed to teach individuals the technical and educational skills needed to serve as child passenger safety resources for their organization, community or state. The S.N.A.C.K. program provides certification classes, free of charge, to all interested individuals. Once certified, the technicians put their knowledge to work through a variety of activities from individual client installation and education to large scale child safety seat check events. The S.N.A.C.K. program is working throughout the Region to ensure that any program that distributes a child safety seat has certified staff members who are qualified to provide parent education and installation assistance.

The S.N.A.C.K. program is building capacity in the community around health and safety which in turn is compounding the reach of the program. The program is anticipated to provide education and training to 900 participating adults who will potentially impact the lives of over 10,000 young children living in the region.

The Regional Partnership Council's investment in the S.N.A.C.K. program will decrease annually as it is anticipated that the cost will decrease as infrastructure grows and capacity is met.

Target Population Description

The S.N.A.C.K. program is an infrastructure development program that targets child care providers, early educators, home visitors, parent educators, and health educators. Efforts will be made to engage all current and new grantees. The S.N.A.C.K. program is anticipated to provide education and training to 900 participating adults.

Target Service Units	FY 13	FY 14	FY 15
Number of Participating Adults	900	900	900
Funding Level	FY 13	FY 14	FY 15
Nutrition/Obesity/Physical Activity	\$700,000	\$650,000	\$600,000

Strategy: Oral Health

Strategy Description

Provides oral health screenings and fluoride varnish in a variety of community-based settings; provides training to families on the importance of oral health care for their children; and provides outreach to dentists to encourage service to children for a first dental visit by age one.

Strategy Narrative

In order to address the Northwest Maricopa Regional Partnership Council's identified needs of limited access to adequate health and dental care services, including; preventive services, screening services, and follow-up services, the Council has chosen to invest funding to support an Oral Health Strategy.

Fluoride Varnish Application, when properly applied to young, high-risk children, is a proven intervention to reduce the incidence of dental caries (tooth decay). Determination of high-risk for a population is low-income; for an individual child it is determined by a dental risk assessment. In implementing the Regional Oral Health Strategy, the Northwest Maricopa Regional Partnership Council will partner with the Southwest Maricopa Regional Partnership Council to contract with the Maricopa County Department of Public Health – Office of Oral Health. Maricopa County will provide screenings and fluoride varnish application at regional Immunization Clinics and WIC Clinics. In addition, Maricopa County will also work with community partners to provide screenings and varnish applications to preschool aged children in local public schools. Maricopa County has partnered with Maricopa Integrated Health Systems and Delta Dental to ensure that children screened who need dental care are linked with adequate dental services.

Target Population Description

The Oral Health Strategy is a universal strategy targeting 3333 young children and 1000 prenatal women living and/or attending public preschool within the Region. This target service number is based on the number of children and pregnant women serviced at the one immunization clinic and two WIC clinics located within the Region, plus historical data on the number of children served in the local public schools. Special attention will be given to marketing the program among low income children who are un or underinsured and isolated families.

Target Service Units	FY 13	FY 14	FY 15
Number of children receiving oral health screenings	3333	3333	3333
Number of fluoride varnishes applied	6667	6667	6667
Number of participating adults	0	0	0
Number of participating professionals	5	5	5
Number of prenatal women receiving oral health screenings	1000	1000	1000
Funding Level	FY 13	FY 14	FY 15
Oral Health	\$400,000	\$400,000	\$400,000

Strategy: Scholarships Non-TEACH**Strategy Description**

Provides scholarships for higher education and credentialing to early care and education teachers.

Strategy Narrative

In order to address the Northwest Maricopa Regional Partnership Council's identified needs of limited access to quality, affordable early care, and education, and an underdeveloped workforce, the Council has chosen to invest funding to support Scholarships Non-TEACH throughout the Region.

The key to quality child care is linked to the education and stability of the early childhood workforce. The preparation and ongoing professional development of early educators is a fundamental component of a high quality early learning system. There is an extensive body of research showing that the education and training of teachers and administrators is strongly related to early childhood program quality and that program quality predicts development outcomes for children.

In addition to supporting professional development of the early care and education workforce through TEACH scholarships, the Regional Partnership Council has chosen to invest in Non-TEACH scholarships, specifically scholarships provided through the Professional Career Pathways Project. Professional Career Pathways Project is a scholarship program offered at community colleges throughout Arizona for Early Childhood Education classes. Central Arizona College is the Administrative Home for Professional Career Pathways Project, through funding from the Department of Economic Security-Child Care Administration. The Professional Career Pathways Project strategy focuses on providing scholarships for college-credit coursework as a method for the early care and education workforce to gain access to higher education. The goal of the scholarships is to enable an individual to take coursework leading to credentials and degrees by making it possible for them to afford the expense of going to school.

The Regional Partnership Council chose to invest in Non-TEACH scholarships as a means to increase educational opportunities to those professionals who may be working part-time or volunteering at child care centers within the Northwest Maricopa Region.

Target Population Description

Non-TEACH scholarships are intended to support 100 scholars both in and outside of Quality First participating settings. The Regional Council arrived at this number after receiving information on how many scholars had been awarded scholarships and the rate of growth in participation over the past two years. In addition, funding will support Child Development Associate and mentoring for 50 students.

Target Service Units	FY 13	FY 14	FY 15
Number of professionals receiving scholarships	100	100	100
Funding Level	FY 13	FY 14	FY 15
Scholarships Non-TEACH	\$91,890	\$91,890	\$91,890

Strategy: Recruitment into the Field

Strategy Description

Recruit new early care and education professionals by offering scholarships for higher education.

Strategy Narrative

In order to address the Northwest Maricopa Regional Partnership Council's identified needs of limited access to quality, affordable early care, and education, and under developed workforce, the Council has chosen to invest funding to support Recruitment into the Field.

Recruitment into the Field will be addressed through the support of a Regional strategy designed to provide support and encouragement to high school students enrolled in an Early Childhood Career and Technical Education Program. The Early Childhood Career and Technical Education program is designed to prepare students for employment in early childhood settings. The program includes instruction in child growth and development, child health, nutrition, safety, planning and supervision of developmentally appropriate play and learning activities. Child guidance, family relationships, parenting, the development and management of effective early childhood programs and facilities, and

applicable legal and administrative requirements are addressed as well.

In addition to technical skills, students completing this program will also develop advanced critical thinking, applied academic and career development, life and employability skills, business, economic and leadership skills required for entry into Early Childhood Education occupations. The program utilizes a delivery system comprised of four integral parts: formal/technical instruction; experiential learning; supervised occupational experience and the Career and Technical Student Organization: Family, Career, and Community Leaders of America (FCCLA).

This strategy, recruitment into the field, represents a major first step in ensuring that the Northwest Maricopa Region has an adequate supply of qualified caregivers and teachers who can provide young children with the early learning boost they need to succeed in school and in life. Funding allotted to this strategy will enhance local Early Childhood Career and Technical Education programs by:

1. Providing Northwest Maricopa high school students both exposure to the field of early care and education, and opportunities to work directly with early childhood development professionals through the implementation of work-based learning programs.
2. Providing workforce education and development services including career advising and counseling, collaborating with Early Care and Education industry/employers to design responsive training and educational programming, as well as developing and administering supervised opportunities for participants to observe and interact with children in an early care and education setting such as through an internship and/or apprenticeship program.
3. Providing Northwest Maricopa high school students with:
 - a. A career pathway with an identified sequence of courses that leads to employment, employability and technological skills
 - b. Advanced occupational training identified in partnership with business and industry
 - c. Programs that articulate to the Arizona Community College system and that lead to certification and/or a degree at the post-secondary level
 - d. A curriculum integrating academic and occupational learning and application
4. Supporting/facilitating Child Development Associate Certification by increasing students' awareness of the Child Development Associate and assisting students in becoming eligible for Child Development Associate credentialing.
5. Increasing students' marketability once he or she enters the workforce.
6. Assisting students in securing scholarships and/or financial support for classes that provide college credits.
7. Supporting Dual Enrollment Instructor Certification of all Early Childhood Education and Education Professions Career and Technical Education instructors, thus increasing the number of college credit classes available to high school students participating in the Early Childhood Education Career and Technical Education Program.
8. Supporting professional development opportunities for Early Childhood Education Career and Technical Education instructors.
9. Supporting student participation in a Career and Technical Education Student Organization.

Target Population Description

The intended target populations for this strategy are two local school districts that provide Early Childhood Career and Technical Education Programs to students residing in the Northwest Maricopa Region, Early Childhood Career and Technical Education Instructors, and high school students participating in an Early Childhood Career and Technical Education program. Funding will reach seven schools with twenty-five students participating at each school. This will reach all students enrolled in the program at all schools.

Target Service Units	FY 13	FY 14	FY 15
Number of participating professionals	150	150	150

Funding Level	FY 13	FY 14	FY 15
Recruitment into the Field	\$120,000	\$120,000	\$120,000

Strategy: Home Visitation

Strategy Description

Provides voluntary in-home services for infants, children and their families, focusing on parenting skills, early physical and social development, literacy, health and nutrition. Connects families to resources to support their child's health and early learning.

Strategy Narrative

In order to address the Northwest Maricopa Regional Partnership Council's identified needs of limited access to parent education programs, services, and resources; the Council has chosen to invest funding to support Home Visitation.

Comprehensive, evidence based home visitation programs provide participating families of infants and toddlers with information and education on parenting, child development and health topics while assisting with connections to other resources or programs as needed. A variety of evidence based models exist to address the spectrum of universal needs to targeted or specialized needs of particular populations such as first time parents, teen parents, families at-risk for abuse-neglect, low income families.

Home visiting professionals trained in child development and family support make regular, scheduled visits to each family's home or other natural environments such as the library. Home visitors meet with the family and their infant, toddler or with a family expecting a child, to answer questions, provide information and resources, support and advise parents on parenting skills or assist in early detection of any developmental problems in the young child. The specialized skills and qualifications of home visitors are critical to the successful implementation of home visitation programs. Home visitors build trusting relationships with each family. They observe daily routines and interactions to help parents identify and interpret their child's cues and offer information, guidance and coaching so that families can best support their own child's growth and development.

Family participation in a home visitation program is voluntary, with no fee for service to families. A family-centered approach is utilized with consideration for each child's present level of development; parent/families knowledge and understanding of child development including social emotional, language and literacy, cognitive, physical and motor development; current parenting practices; daily routines and interactions; or other information/ instructional needs.

It is important that home visitation programs support each family with their infant or toddler's early language and literacy development in the context of social emotional development. Again, a strong foundation in these critical areas of development can lead to good outcomes in other areas including cognitive, physical and motor development.

The Regional Partnership Council has chosen to provide funding for home visitation for 225 families. The target service number of 225 families is a reflection of the demand in the Region. Home Visitation has been a funded strategy for the past three years. When introduced in the Region in SFY2009, the strategy and providers were new to the Region and participant recruitment was slow. In the first year of implementation, only 40% of the target service number was being reached. By then end of year two, 69% of the target service number had been reached. To date in SFY2012, 93% of the targeted service number is being reached. Based on the slow growth trend of family participation in Home Visitation services in Northwest Maricopa, the Regional Partnership Council has chosen to maintain funding levels

and target service numbers in SFY2013.

It should be noted that \$89,124. of the funding invested will be a one year investment to support an easy transition of the 85302, 85304, and 85306 zip codes from the North Phoenix Region to the Northwest Maricopa Region. Funding will be used to support families residing in the aforementioned zip codes currently receiving home visitation services as part of the North Phoenix Home Visitation strategy. The Regional Partnership Council chose to support the North Phoenix strategy to ensure that families receiving Home Visitation service as part of the North Phoenix Home Visitation strategy are not negatively impacted by the boundary changes in SFY2013. One year funding was allotted with the anticipation that the grantee, currently in year two of implementation, will be renewed in SFY2013.

Target Population Description

The target population is families with infants and toddlers with risk factors such as single-parent homes, low income families, or refugees. Evidence-based home visitation services have demonstrated greater impact and shifts in behavior when provided to at-risk populations. The Regional Partnership Council hopes to reach 225 high risk families with young children 0-3 years of age residing in the Northwest Maricopa Region. The targeted 225 does not include those families receiving services under the North Phoenix Home Visitation Contract. Target service numbers for those families receiving services under the North Phoenix Home Visitation Contract are reflected in the North Phoenix Funding Plan.

Target Service Units	FY 13	FY 14	FY 15
Number of families served	225	225	225
Funding Level	FY 13	FY 14	FY 15
Home Visitation	\$589,124	\$500,000	\$500,000

Strategy: Family Resource Centers

Strategy Description

Provides local resource centers that offer training and educational opportunities, resources, and links to other services for healthy child development.

Strategy Narrative

In order to address the Northwest Maricopa Regional Partnership Council's identified needs of limited access to parent education programs, services, and resources; the Council has chosen to invest funding to support Family Resource Centers.

Family Resource Centers embedded in local communities provide families with young children access to information and/or education on a variety of child development and health topics. Information about where and when parenting education programs are available should be easily accessible by all interested persons. These centers can also contribute to the community building process as they serve as a central location for engaging local community organizations and local government in the identification and resolution of community concerns.

First Things First funded Family Resource Centers provide resource and referral information to identify supports and services available to families with young children and provide each family with access to information and support on topics such as parenting skills, early childhood development including social emotional, language and literacy, cognitive, physical and motor development and child health. Community based parent education sessions may also be housed and offered at resource center locations to build a more comprehensive, robust center. Through this effort, families can access programming while simultaneously building their own social connections thereby reducing isolation.

The Northwest Maricopa Regional Partnership Council will support/enhance two school based and three community based Family Resource Centers in SFY2013. School based centers will be located in lower income zip codes in the City of Glendale. The three Community Based Family Resource Centers will be located in areas that are easily accessible to the 1) Glendale and Peoria Communities, 2) the El Mirage, and Surprise communities, and 3) the Wickenburg and Aguila Communities. These geographic locations were chosen based on the high level of need experience by families within the communities and the proximity of communities to each other.

Target Population Description

Family Resource Centers is a universal strategy. It is anticipated that funding will allow for five family resource centers to be supported throughout the region. The five family resources should reach a combined total of 7000 families with children ages zero to five years residing in the Northwest Maricopa Regions with children ages zero to five years. A special emphasis will be made to target at risk and vulnerable populations, including low income families, teen parents, minority families, and families with children with special needs.

Target Service Units	FY 13	FY 14	FY 15
Number of families served	7000	7000	7000
Funding Level	FY 13	FY 14	FY 15
Family Resource Centers	\$575,000	\$575,000	\$575,000

Strategy: Parent Education Community Based Training

Strategy Description

Provides classes on parenting, child development and problem-solving skills.

Strategy Narrative

In order to address the Northwest Maricopa Regional Partnership Council's identified needs of limited access to parent education programs, services, and resources the Council has chosen to invest funding to support Parent Education Community Based Training.

Community based parent education provides educational support to parents in community settings to enable them to feel competent and confident in raising their children. Classes offer support to aid parents in managing challenging behaviors and educate them on how to promote healthy development, encourage language and literacy development, cultivate positive parent-child bonding and relationships, and foster social-emotional wellbeing in the child.

Research indicates that community based education programs that involve both parents and their young children in a series of classes demonstrate a positive impact upon outcomes. Parent Education programs have the most impact with families of older toddlers and young preschoolers (2.5 years through 3 years of age) as families may naturally begin to seek out opportunities outside of their home environments to reduce isolation. Infants and toddlers, themselves, benefit from the new experiences and environments that community based programming can offer. The critical element in any parent education program is that parents and families have opportunities to practice newly learned skills with support from parent educators.

In SFY2013, the Regional Partnership Council will maintain \$500,000 in funding to support its Community Based Education efforts. The current grantee will be year three of the grant cycle. In addition, the Council will release \$300,000 in RFGAs soliciting program that targets pregnant and parent teens and programs that provide education and support to grandparents raising grandchildren.

The Regional Partnership Council is particularly interested in providing community based training services in areas of the region that are lower income and are more rural and often underserved. With lack of transportation and minimal access to services presenting barriers to families who reside in rural areas, increased family support closer to home will allow these families to improve their children's school readiness. The Regional Council recognized the need to offer families a number of entry points in to the early childhood system and community based parent education is an accessible and non-threatening service that affects this priority.

It should be noted that \$52,005 of the funding invested will be a one year investment to support an easy transition of the 85302, 85304, and 85306 zip codes from the North Phoenix Region to the Northwest Maricopa Region. Funding will be used to support teens residing in the aforementioned zip codes currently receiving Parent Education services as part of the North Phoenix Parent Education-Community Based Training strategy. The Regional Partnership Council chose to support the North Phoenix strategy to ensure that teens receiving Parent Education services as part of the North Phoenix Parent Education Community Based Training strategy were not negatively impacted by the boundary changes in SFY2013. One year funding was allotted with the anticipation that the grantee, currently in year two of implementation, will be renewed in SFY2013.

Target Population Description

Parent Education Community Based Training is a universal strategy. Parent Education Community Based Training Programs should reach a combined total of 1200 adults residing in the Northwest Maricopa Region with children ages zero to five years. A special emphasis will be made to target at risk and vulnerable populations, including low income families, teen parents, minority families, and families with children with special needs.

Target Service Units	FY 13	FY 14	FY 15
Number of participating adults	1200	1000	1000
Funding Level	FY 13	FY 14	FY 15
Parent Education Community Based Training	\$852,005	\$600,000	\$600,000

Strategy: Food Security

Strategy Description

Distribute food boxes and basic necessity items to families in need of assistance who have children birth to 5 years old.

Strategy Narrative

In order to address the Northwest Maricopa Regional Partnership Council's identified needs of limited access to parent education programs, services, and resources; the Council has chosen to invest funding to support Food Security.

Through this strategy, First Things First funding can be used to support the distribution of emergency food boxes with a focus on including items and nutritional resources for families with young children. Boxes provide food during an emergency situation. Each box provides a three-day supply of food and serves a family until more permanent assistance is found.

Scientific evidence suggests that hungry children are less likely to develop into healthy, productive citizens. According to the Center on Hunger and Poverty, inadequate nutrition is a major cause of impaired cognitive development, and is associated with increased educational failure, elevated occurrence of health problems, higher levels of aggression, hyperactivity, and anxiety among

impooverished children. Therefore, it is important to support young children and their families in the area of nutrition and healthy eating; especially for those experiencing food insecurity.

Target Population Description

Food Security is a targeted strategy directed at low income families. Funding has been allotted to support the distribution of 40,000 food boxes to families with young children.

Target Service Units	FY 13	FY 14	FY 15
Number of food boxes distributed	40,000	40,000	40,000
Funding Level	FY 13	FY 14	FY 15
Food Security	\$100,000	\$100,000	\$100,000

Strategy: Service Coordination

Strategy Description

Through coordination and collaboration efforts, improves and streamlines processes including applications, service qualifications, service delivery and follow-up for families with young children. Reduces confusion and duplication for service providers and families.

Strategy Narrative

In order to address the Northwest Maricopa Regional Partnership Council's identified need of limited coordination/ collaboration among service providers, the Council has chosen to invest funding to support Service Coordination.

According to the 2010 Needs and Assets Report for the Northwest Maricopa Region, there is strong need for collaboration, communication, and resource sharing among service providers. The Region has a number of effective programs that serve as assets to the region, however, the 2010 Needs and Assets Report reveals that these services are not coordinated in a manner that results in optimal benefit to the children and families in the region. Many of the organizations in the region are working in proverbial silos and are unable to provide families with a holistic approach due to lack of agency policies or procedures that foster communication and coordination. Similar services or programs are provided by numerous organizations and may have different eligibility requirements, enrollment processes and outreach efforts. Moreover, community awareness of available services is minimal. Currently, there is no effective mechanism to coordinate services, identify and address gaps in service, reduce duplication, or ensure that families are referred to the services that best fit their needs. The 2010 Needs and Assets Report indicates that opportunity exists to address the aforementioned needs through facilitated coordination.

The 2010 Northwest Maricopa Regional Needs and Asset Report recommended that the Regional Partnership Council consider coordination a regional priority, as it will be essential for system building to occur. According to the future direction recommendations provided in the report, facilitated Coordination will result in improved services for children and families. Coordinated services will be easier to access and can be implemented in a manner that is more responsive to the needs of the families. Better coordination will also result in fewer gaps in service as the needs of children and their families are more thoroughly identified and addressed. Coordination will foster access to services and coordination among service providers; assures high quality service availability throughout and across regions; and supports the development of an early childhood system of care.

To address the need for facilitated coordination in the Northwest Maricopa Region, the Regional Partnership Council will partner with the Southwest Maricopa Regional Partnership Council to

implement a facilitated cross regional coordination and collaboration strategy. This strategy will include the development and implementation of a facilitated model to integrate educational and health care resources and information systems to expand families' access to high quality services. An important step in this process is the networking among First Things First, state and private agency partners and community stakeholders. Collectively, these organizations must work to identify the components, assets, gaps and necessary pieces to build a sustainable Arizona Early Childhood Development and Health System.

The goal under coordination is the establishment and maintenance of a service delivery network of early childhood education, development, and health providers/programs within the region.

Target Population Description

This is a universal strategy that targets all service providers working with families with children 0-5 years of age.

Target Service Units	FY 13	FY 14	FY 15
No Service Units	NA	NA	NA
Funding Level	FY 13	FY 14	FY 15
Service Coordination	\$75,000.	\$75,000.	\$75,000.

Strategy: Community Awareness

Strategy Description

Uses a variety of community-based activities and materials to increase public awareness of the critical importance of early childhood development and health so that all Arizonans are actively engaged in supporting young kids in their communities.

Strategy Narrative

In order to address the Northwest Maricopa Regional Partnership Council's identified need of limited knowledge and information about the importance of early childhood development and health, the Council has chosen to invest funding to support Community Awareness.

Approaches that will be used to increase Community Awareness include: distribution of First Things First leave behinds and branded collateral materials, sponsorships, parent education and awareness, community presentation, speakers bureau training, and participation in community events that align and support the mission of First Things First. The intent is that all Arizonans will be actively engaged in supporting young kids in their communities

Target Population Description

This is a universal strategy that targets the citizens of the entire region.

Target Service Units	FY 13	FY 14	FY 15
No Service Units	NA	NA	NA
Funding Level	FY 13	FY 14	FY 15
Community Awareness	\$75,000	\$100,000	\$125,000


Strategy: Community Outreach			
Strategy Description Provides grassroots support and engagement to increase parent and community awareness of the importance of early childhood development and health.			
Strategy Narrative In order to address the Northwest Maricopa Regional Partnership Council's identified need of limited knowledge and information about the importance of early childhood development and health, the Council has chosen to invest funding to support Community Outreach. The Regional Council understands the imperative to build public awareness of the importance of early childhood education and understanding of child development. This strategy employs community outreach staff to engage target audiences in conversations about early childhood health and education issues. Outreach staff attends community events, develops presentations for target groups, and interacts with media with a goal of growing relationships in the community and identifying early childhood champions.			
Target Population Description The target populations for this strategy are outlined in the Northwest Maricopa Community Awareness Plan. In the previous and current fiscal year, key audiences were as follows: Parents and Caregivers, Faith Organizations, and K-12 Community. In the coming fiscal year, audiences will shift to the following: Public Officials and Candidates, Elders/ Seniors, Medical Community, and Business Leaders. These audiences were identified because they encompass many of the key partners in a successful early childhood system. In order to ensure a consistent, comprehensive effort statewide, it is imperative to educate early childhood stakeholders on appropriate messaging and how to communicate with a consistent voice. In addition, these audiences represent the individuals and organizations in the community who have a vested interest in getting children ready for school and set for life.			
Target Service Units	FY 13	FY 14	FY 15
No Service Units	NA	NA	NA
Funding Level	FY 13	FY 14	FY 15
Community Outreach	\$83,000	\$83,000	\$83,000

Strategy: Media
Strategy Description Increases public awareness of the importance of early childhood development and health via a media campaign that draws viewers/listeners to the ReadyAZKids.com web site.
Strategy Narrative In order to address the Northwest Maricopa Regional Partnership Council's identified needs of limited knowledge and information about the importance of early childhood development and health, the Council has chosen to invest funding to support Media. The Regional Partnership Council has agreed to partner with those Regional Partnership Councils serving Maricopa County to invest in a countywide media campaign. The Regional Partnership Council has also voted to allow 10% of its media allotment to be used for electronic and social media as deemed appropriate by the First Things First Communications Department.

Target Population Description			
This is a universal strategy that targets the citizens of the entire region.			
Target Service Units	FY 13	FY 14	FY 15
No Service Units	NA	NA	NA
Funding Level	FY 13	FY 14	FY 15
Media	\$100,000	\$100,000	\$100,000

Strategy: Statewide Evaluation			
Strategy Description Statewide Evaluation includes the studies and evaluation work which inform the FTF Board and the 31 Regional Partnership Councils. Examples include: the baseline Needs and Assets reports, specific focused studies, and statewide research and evaluation on the developing early childhood system.			
Strategy Narrative First Things First has, and is growing, a multi-level system of research and evaluation strategies designed to be responsive to the informational needs of varied stakeholder groups, including the First Things First Board, Regional Partnership Councils, and Arizona citizens. The research and evaluation system is designed to provide both depth and breadth of high quality information, from collecting programmatic data to evaluating the overall impact of the First Things First Early Childhood System model. The system provides a framework for conducting statewide and regional studies centered on identifying current and changing needs of families and children birth to five, and the impact of programs and strategies across all First Things First priority areas. The First Things First research and evaluation system is a knowledge building system, designed to advance the understanding of needs, activities, and effectiveness. Individually and collectively, research and evaluation strategies generate data and findings which can be used to identify trends and changes in school readiness indicators and therefore to support strategic planning and decision-making which promotes the health and well-being of young children.			
Target Service Units	SFY 13	SFY 14	SFY 15
No target service units identified for this strategy	NA	NA	NA
Funding Level	SFY 13	SFY 14	SFY 15
Statewide Evaluation	\$321,127	\$321,127	\$321,127

Section III D. Proposed Funding Summary

<div>  FIRST THINGS FIRST <i>Ready for School. Set for Life.</i> </div> <div> FY 2013 - 2015 Northwest Maricopa Funding Plan Summary </div>			
Allocations and Funding Sources	2013	2014	2015
FY Allocation	\$9,345,254	\$9,363,945	\$9,399,059
Population Based Allocation	\$6,428,422		
Discretionary Allocation	\$1,464,004		
Other (FTF Fund balance addition)	\$1,452,788	\$9,363,945	
Carry Forward From Previous Year	\$4,004,933	\$2,388,680	\$1,567,672
Total Regional Council Funds Available	\$13,350,187	\$11,752,625	\$10,966,731
Strategies	Proposed Allotment	Proposed Allotment	Proposed Allotment
Quality First	\$1,377,483	\$1,183,058	\$1,377,486
Scholarships TEACH	\$165,000	\$165,000	\$165,000
Child Care Health Consultation	\$171,360	\$171,360	\$171,360
Quality First Child Care Scholarships	\$2,796,518	\$2,580,518	\$2,580,518
Mental Health Consultation	\$369,000	\$369,000	\$369,000
Pre-Kindergarten Scholarships	\$2,000,000	\$2,000,000	\$2,000,000
Nutrition/Obesity/Physical Activity	\$700,000	\$650,000	\$600,000
Oral Health	\$400,000	\$400,000	\$400,000
Scholarships non-TEACH	\$91,890	\$91,890	\$91,890
Recruitment into Field	\$120,000	\$120,000	\$120,000
Home Visitation	\$589,124	\$500,000	\$500,000
Family Resource Centers	\$575,000	\$575,000	\$575,000
Parent Education Community-Based Training	\$852,005	\$600,000	\$600,000
Food Security	\$100,000	\$100,000	\$100,000
Service Coordination	\$75,000	\$75,000	\$75,000
Community Awareness	\$75,000	\$100,000	\$125,000
Community Outreach	\$83,000	\$83,000	\$83,000
Media	\$100,000	\$100,000	\$100,000
Statewide Evaluation	\$321,127	\$321,127	\$321,127
Proposed Allotment Total:	\$10,961,507	\$10,184,953	\$10,354,381
Total Unallotted	\$2,388,680	\$1,567,672	\$612,350